

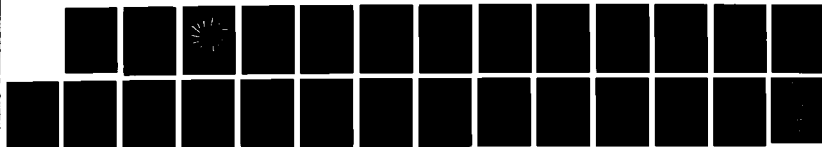
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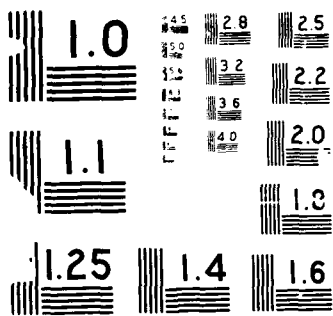
TOTAL QUALITY MANAGEMENT IMPLEMENTATION PLAN(U) DEFENSE 1/1  
GENERAL SUPPLY CENTER RICHMOND VA JUN 89

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## IMPLEMENTATION PAGE

Form Approved  
OMB No. 0704-0188

AD-A212 904

Estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering the collection of information. Send comments regarding this burden estimate or any other aspect of this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Avenue, Washington, DC 20540.

REPORT DATE


June 1989

3. REPORT TYPE AND DATES COVERED

4. TITLE AND SUBTITLE Total Quality Management Implementation Plan		5. FUNDING NUMBERS	
6. AUTHOR(S)			
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Defense General Supply Center (DGSC) and Defense Depot Richmond (DDRV) Richmond, VA		8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)		10. SPONSORING / MONITORING AGENCY REPORT NUMBER	
11. SUPPLEMENTARY NOTES			
12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.		12b. DISTRIBUTION CODE	
13. ABSTRACT (Maximum 200 words) This document discusses the implementation of TQM by DGSC and DDRV. It contains TQM concepts, methodology, goals, milestones and a description of ongoing improvement efforts. The plan establishes short-range (1 year), mid-range (1-5 years), and long-range (5+ years) targets designed to establish TQM as a way of life.			
14. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement, Depot Operations, Supply Support		15. NUMBER OF PAGES	
		16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT UNCLASSIFIED	18. SECURITY CLASSIFICATION OF THIS PAGE UNCLASSIFIED	19. SECURITY CLASSIFICATION OF ABSTRACT UNCLASSIFIED	20. LIMITATION OF ABSTRACT UL

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**DEFENSE GENERAL SUPPLY CENTER/  
DEFENSE DEPOT RICHMOND VIRGINIA**



**GOOD FOR:  
THE PEOPLE  
THE BUSINESS  
OUR CUSTOMERS**

**TOTAL QUALITY MANAGEMENT  
IMPLEMENTATION PLAN**

**JUNE 1989**

**89 9 29 029**

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## CONCEPTS

### DoD TQM PHILOSOPHY

TQM is a DoD initiative for continuously improving performance at every level and area of DoD responsibility. Improvement is directed at satisfying broad quality, productivity, cost and schedule goals, and at modifying management techniques. TQM brings together existing improvement efforts and specialized technical skills under a disciplined structure focused on improving all DoD processes. It demands commitment and discipline. It involves everyone. Increasing user satisfaction is the overriding Total Quality Management objective.

### TQM IN DLA

The Defense Logistics Agency fully supports DoD's TQM initiatives for continuous improvement at every level. The DLA TQM Master Plan serves as the foundation for the implementation of TQM within the Agency.

DLA intends to continue the many productive and innovative improvement programs already developed and working throughout the Agency. On-going programs will be enriched through renewed emphasis under the TQM umbrella.

Focusing on the processes used to create products and services is fundamental to TQM. It is a basic precept of TQM that all employees have a profound knowledge of each process with which they are involved, and that they use that knowledge to enhance efficiency and effectiveness. Positive improvement is primarily generated from the ideas of those who participate in processes. Only after every aspect of each process is mastered, can analysis, measurement and improvement efforts be effected which integrate TQM into the DLA business modus operandi.

### TQM AT DSSC/DDRV

The Defense General Supply Center and Defense Depot Richmond VA fully support DLA's and DoD's TQM initiatives for continuous improvement at every level. Existing productivity improvement/enhancement programs will be wrapped under the TQM umbrella to ensure that no one program receives more or less emphasis in the overall process. An effective TQM agenda will be implemented that will incorporate the eight core DLA TQM Goals while achieving active participation by all employees in the furthering of TQM at DSSC/DDRV.

## METHODOLOGY

### STRUCTURE

The DGSC/DDRV TQM structure will consist of an Executive Steering Committee, TQM Working Committee, and DDRV/ Director/Major Office TQM Teams.

### RESPONSIBILITIES

The Executive Steering Committee is comprised of the Commander, Deputy Commander, Commander DDRV, Directors and Major Office Chiefs. The Executive Steering Committee is responsible for developing the organizational policy (goals, objectives and directives) and for providing the support, direction and policy guidance required to ensure implementation of TQM throughout DGSC/DDRV.

The TQM Working Committee is comprised of representatives from each Directorate/Major Office/DDRV. The TQM Working Committee is responsible for developing the TQM implementation plan and the TQM training package for the Directors/Major Office Chiefs and DDRV so that they can obtain the training and tools necessary to utilize and further TQM within their organizations.

Each Director/Major Office Chief and DDRV is responsible for internal TQM training and for incorporation of TQM within their organization. The initial application of TQM at this level will be accomplished through the establishment of Director/Major Office and DDRV TQM Teams made up of Special Process Action Review Committees (SPARCs). These Teams identify, study and report on processes which they have determined will impact on mission accomplishment. The number of SPARCs within each organization can vary depending on the processes which have been selected for review.

SPARCs are small, formal TQM working groups which are organized to evaluate a particular process and develop recommendations for improvement to that process using TQM techniques (eg., statistical process control). SPARCs which are formed to study processes crossing over Directorate lines, will be chaired by the Organization having primary interest/responsibility. Each Director/Major Office Chief and DDRV will report to the Commander, no less than quarterly, the processes being reviewed and the status of TQM

within their Organization (until TQM becomes more fully institutionalized and the work force/team members have been trained in TQM, these process review teams will not be designated as SPARCs, but will perform the same mission. This will permit the review of identified processes to begin immediately).

APPENDIX A reflects the structural relationship to the TQM process.

#### CORE DLA GOALS

#### TQM GOALS

DLA's core TQM Goals establish the foundation for the successful implementation of TQM throughout DLA. They do not exhaust all of the actions required nor do they limit additional goals as we progress to the quality life-style engendered within the TQM philosophy. The eight core DLA goals are:

1. DEVELOP A TQM TRAINED WORKFORCE - Successful implementation of TQM in DLA requires a properly trained blue and white collar workforce, including executives, managers, facilitators and workers. TQM requires commitment, involvement and dedication which can only be achieved by a structured, continuous education program.
2. HARMONIZE DIRECTIVES: In order to foster process improvements, we must find and correct inconsistencies in our existing directives. As the TQM process permeates our daily activities in DLA, management must assure commonality and consistency of improvement approaches by eliminating contradictory signals.
3. INTEGRATING EXISTING INITIATIVES: Existing initiatives within DLA which encompass the principles of continuous process improvement will be defined and synchronized under the TQM umbrella.
4. SENSITIZE INDUSTRY TO TQM: DLA must combine its outreach network to emphasize the TQM philosophy to the industrial sector. Our solicitations for expressions of interest and for proposals are an effective extension of the DLA outreach program and provide an excellent means to cause industry to embrace the TQM philosophy.



5. DEMONSTRATE UNCOMPROMISING COMMITMENT TO QUALITY: The active and innovative participation of the entire team of DLA multifunctional subordinate activities is the foundation of the DLA TOM effort. The DLA family will continue to pursue innovative and enterprising techniques and programs which further the TOM philosophy and demonstrate an uncompromising commitment to buy and supply the highest quality products and services.

6. ENHANCE DLA'S RECOGNITION AND AWARDS SYSTEM: As with other disciplines embodied under the umbrella of TOM, recognition and awards for deserving individuals and groups will be accomplished through existing methods. However, recognition programs will be enhanced to reward TOM super achievers and to publicize success stories.

7. DEVELOP FEEDBACK AND COMMUNICATION SYSTEMS: Feedback and communication systems will be developed or enhanced to provide mechanisms for capturing and sharing benefits resulting from TOM implementation.

8. INSTITUTIONALIZE TOM WITHIN DLA: The ultimate goal is to incorporate TOM into the everyday life of the Agency. These principles, training practices and processes aimed at achieving continuous improvement will become routine business for DLA. The TOM label will eventually fade from use when continuous process improvement is a way of life throughout the Agency.

#### DGSC/DDRIV GOALS

DGSC/DDRIV embraces the DLA core TOM goals and the following short, mid and long range goals have been established.

SHORT RANGE (-1 year): Establish and train an Executive Steering Committee and TOM Working Committee; develop a training plan for all managers, supervisors; develop organizational policy (goals, direction and objectives) and integrate existing initiatives; develop means to communicate policy and measure for compliance based on system of information collection and feedback; identify areas for process improvement activities; ensure consistency among TOM and major documents and policy guidance; introduce everyone to the broad TOM concept; establish a TOM training library in DGSC-KW and a TOM manuals library in DGSC-C; Develop a TOM recommended reading list; provide a workplace that encourages creativity and stimulates pride and dedication.

MID RANGE (1 - 5 years): Establish and implement policy mechanism; begin elimination of barriers to TQM implementation; sustain an ongoing management TQM training program; develop policy control using flag system in which each manager describes what they will do to achieve policy objectives; enhance recognition and awards system to acknowledge TQM achievement; develop an employee training program and develop SPARCs; initiate process reviews that will lead to the most efficient and productive organization.

LONG RANGE (5+ years): Establish TQM as a way of life; all personnel directly involved in continuous process improvements; meeting the needs of the services with the highest quality at the least cost.

## EXECUTION

### MILESTONES

This portion of the plan contains the actions necessary to implement TCM throughout the Defense General Supply Center and Defense Depot Richmond VA.

# MILESTONES FOR DOSC TOM IMPLEMENTATION PLAN

CY 1989 CY 1990 CY 1991 CY 1992 CY 1993

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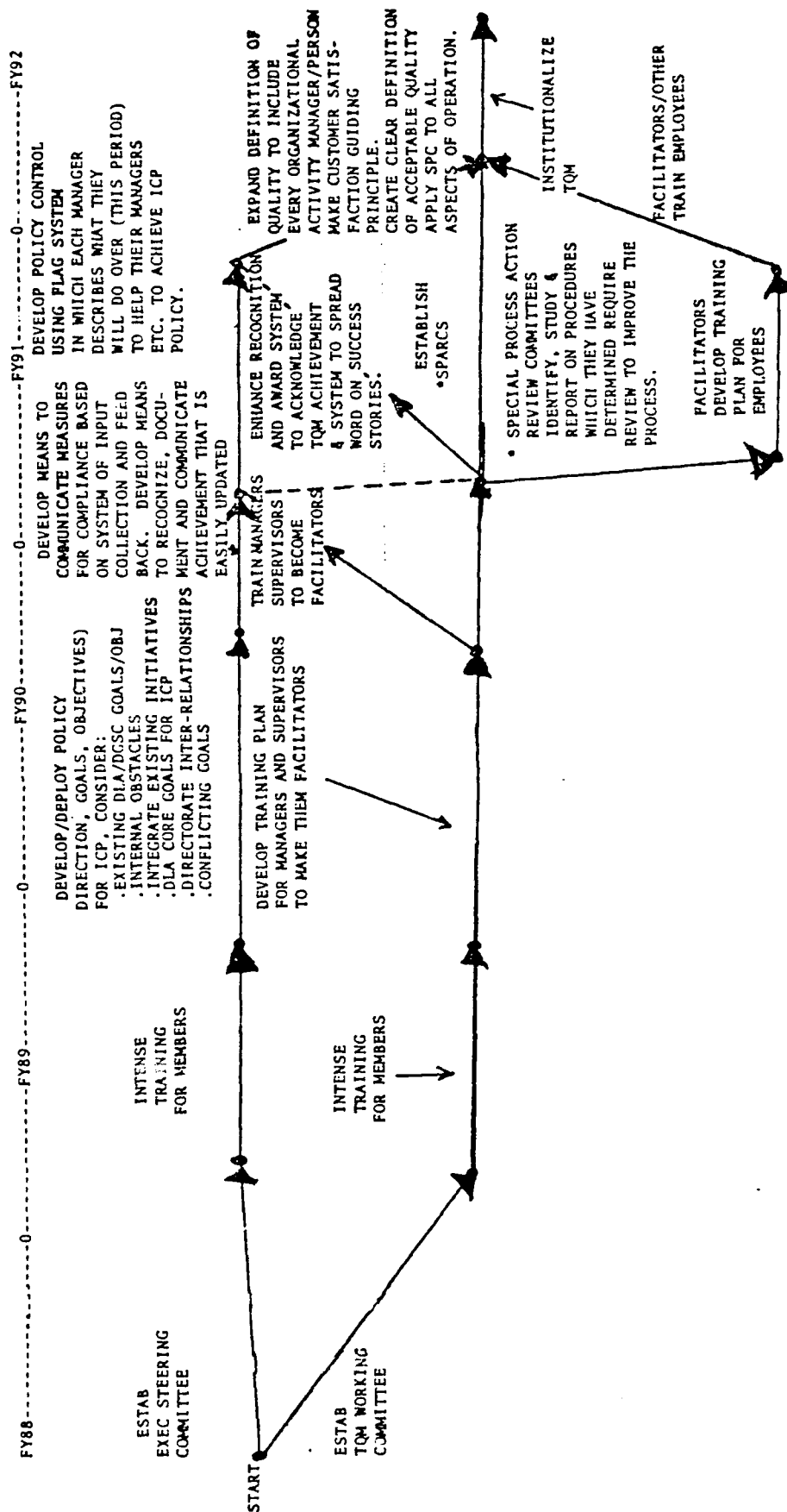
1. Establish Executive Steering Committee *												
a. Train Executive Steering Committee												
b. Develop/deploy Center Policy (direction, goals, objectives), Integrate existing initiatives.												
c. Develop means to communicate policy and measure for compliance based on system of info collection and feedback												
2. Establish Working Committee *												
a. Publish TOM Implementation Plan												
b. Train Working Committee												
c. Develop training plan for managers and supervisors to make them facilitators												
3. Train managers/supervisors to become facilitators (include training on flag system)												
4. Develop policy control using flag system in which each manager describes what they will do to achieve policy (objectives)												

## LEGEND:

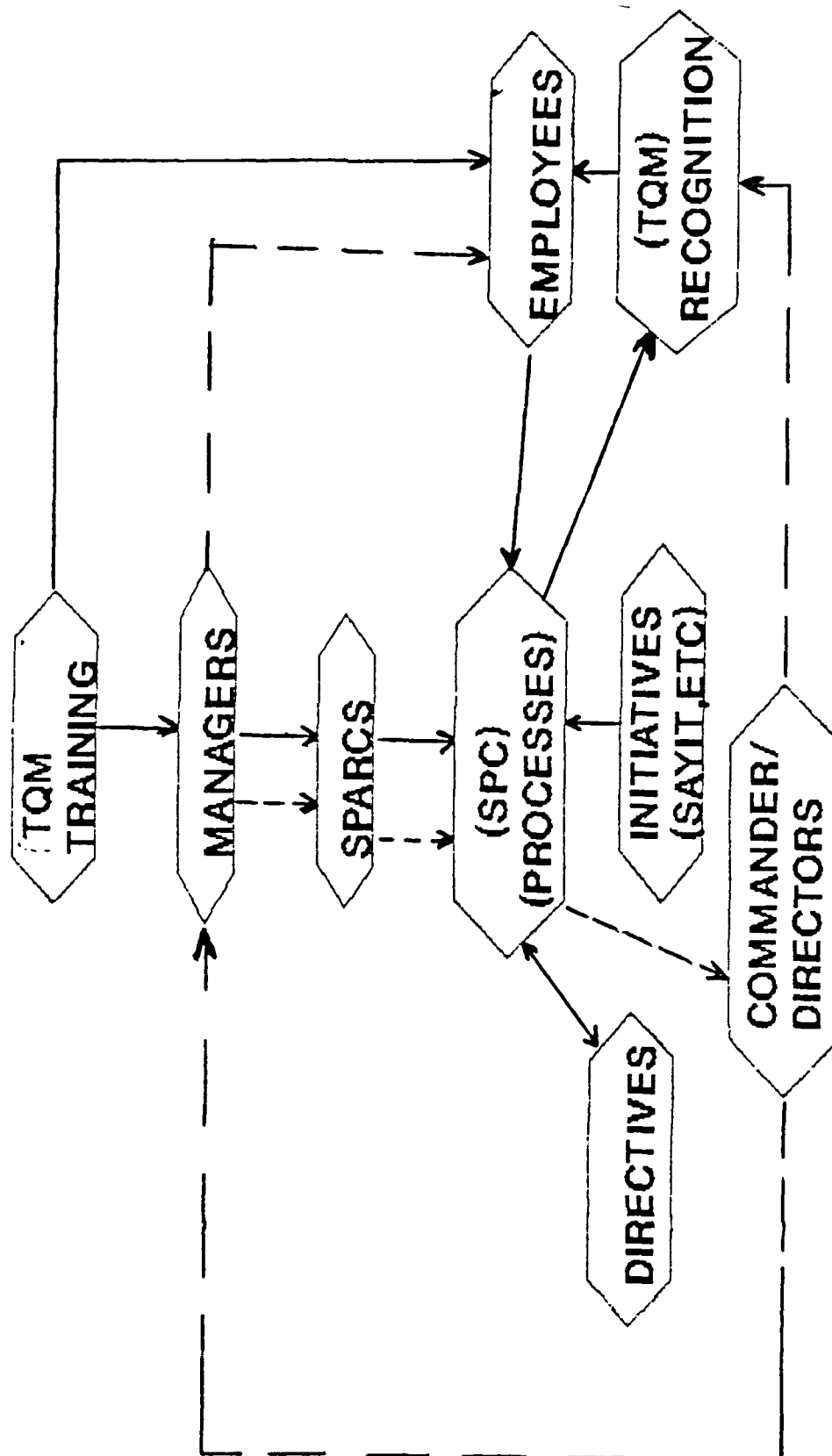
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# MILESTONE/MASTER PLAN FOR IMPLEMENTING TOTAL QUALITY MANAGEMENT



# DGSC/DDR/ TQM



DBSC/DDRV INITIATIVES



## PPPP&M

The PPPP&M initiative grew out of a recognition that of an average of 420% payment to Defense Depots for corrective actions relative to deficient material, nothing was being collected from the vendor, and the Government was effectively subsidizing poor performance. A committee was formed with representatives from all major IOP functions. The committee was given a charter to review the reasons for such significant depot costs, correcting those that were related to specifications, unit of issue or other types of Government requirements, advising the depots of services being billed that were not appropriate and develop a procedure for identifying the balance of the costs for billing back to liable contractors. The committee completed its work and developed a comprehensive PPPP&M regulation that accomplished all requirements of the original charter. In the first six months of implementing, 345 vendor claims have been established for a cumulative dollar amount of \$126K. The committee will meet quarterly to assess program effectiveness.

## RESOLVE CUSTOMER COMPLAINTS PROMPTLY

This initiative involved the move of the ROD Focal Point across directorate lines from Quality to D/SD. Prior to this move, all RODS came in to the Directorate of Quality. Quality logged them in and then routed them through interoffice mail to the appropriate directorate for action. Most RODS required processing by D/SD who had to log them in again prior to distribution to the appropriate clerk. This double handling added more than a week to the processing time. The move of the focal point to D/SD eliminated the double handling on the majority of the RODS, thereby allowing their more prompt resolution.

## STRUCTURED WORK TEAMS

The Technical Programs and Systems Office in the Directorate of Technical Operations plans to initiate a form of participative management through the development of teams in the Programs and Systems Branch. These teams will integrate program and system analyst duties for assigned directorate functions. This initiative is a test scheduled to begin June 1989 with no designated termination. The objective is to create a multi-skilled, flexible workforce more responsive to customer needs while providing improved quality services.

## PROJECT ACTION

Project Action was developed to track delinquent CLINE over 90 days old. It is a PC program established to allow management the visibility and accountability of high percentages of delinquent contractors. It is a menu driven program which is downloaded bi-monthly from SAMMS and appended to a database structure. The new downloaded structure is mirrored against the old existing database structure. Any changes, new record or deleted record are filtered in or out. Action is monitored by reason codes and temporary assigned reason codes. These reason codes allow for Procurement, Supply and Comptroller to keep a keen eye on intracasts, accounts payable, resupplies, discrepancies and delinquencies.

## POPS

Management and expansion of POPS is handled by a cross directorate task force that most certainly relies on participation efforts and implementation for its success. It was implemented as a means to improve supply support to our customers throughout the world by reducing order-ship time, middle man handling, and inventory costs.

## COUNTERFEIT MATERIAL/UNAUTHORIZED PRODUCT SUBSTITUTION (CM/UPS)

Counterfeit material/unauthorized product substitution (CM/UPS) committee is a working example of TQM concept. The committee is governed by DLAR 4155.36 which establishes the policy and procedures for identification, investigation, tracking and reporting of CM/UPS. Members of the committee evaluate and investigate suspected cases as part of their normal duties. The committee is made up of representatives from Contracting and Production, Quality assurance, Office of Council, supply Operations, Technical Operations, DDRV, DCIS, Office of Command Security, and Office of Policy and Plans, who chairs the committee. Meetings are normally conducted on a monthly basis and cases, which have been accumulated by C&P, are reviewed by the committee to determine and recommend further actions as appropriate. The committee meetings are also used as a forum to seek underlying causes of chronic CM/UPS problems which go beyond the case level and actively seek permanent solutions within the scope of DLAR 4155.36. The supporting logistics systems that are used in evaluating the process are also scrutinized and actions to correct the system through appropriate recommendations are taken.

### Upgrade ADP Facility and Capability

In 1988, General Ogden made the decision to upgrade the ADP Facility located in Building 37, Bay L, to accommodate the additional processors, disc drives, tape silos and other ADPE projected for SAMMS enhancements and the Logistics Systems Modernization Program (LSMP). The ADP facility at that time was inadequate to house the projected equipment.

A two year ADP facility upgrade project was developed to double the size of the computer room - from 8,138 to 17,608 sq ft - install new computer room flooring and raise the existing floor to twenty-four inches, install a new water-chilled air conditioning system, replace the ceiling and lights, enhance the electrical power distribution capability and ultimately provide an ADP facility which will become a model for other DLA activities at the lowest cost possible.

Subsequent to completion of the ADP facility upgrade project in December 1989, ADP capability will have increased significantly: ADPE layout and cabling will be more efficient; AD will be enhanced; Print and Preparation Operations will be improved; document distribution via electronic mail boxes will increase productivity; and more importantly, ADPE expansion capability via additional DLA initiatives will exist for at least ten years.

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### PROCESS ACTION TEAM

A Process Action Team (PAT), a type of SPARC, was formed April 1989 to analyze the Supply Support Request (SSR) process for the purpose of improved quality/productivity. This four member team is the first of its type in the Directorate of Technical Operations. A portion of this process is scheduled for automation in the near future - this effort will be a consideration in the overall process review.

---

### DPACS

DPACS (the DLA Pre-Award Contracting System) is an on-line system which interfaces with SAMMS. It is a buyer's companion and helper. Most clerical functions performed today for buyers will be performed in DPACS to include document preparation, compiling mailing lists, filing, and updates to SAMMS. Anticipated benefits are reduced PALT and reduced administrative costs.

## CREATION OF AN ASSESSMENT CENTER FOR USE IN EVALUATING POTENTIAL SUPERVISORS

This initiative created the first Assessment Center which will be used to fill five supervisory foreman positions in DDRV. All applicants rated minimally qualified by X-1180 were evaluated through the Supervisory Development Program Assessment Center.

Assessment exercises were developed for the assessors to evaluate and measure potential success for those competing for the DDRV supervisory positions. The Assessment Center was designed as a series of exercises similar to the actual supervisory job. Specific skills considered were oral communications, written communications, leadership, interpersonal relations, planning and organizing, problem analysis, judgment, decision making, management control, and persuasion.

Results of the assessment Center will be used primarily in two ways:

The first application of the results will be in the rating and ranking process. DCP will use the Assessment Center results (50 points) as a significant factor in the ranking process.

We will also use the results to help all of the candidates design and implement appropriate career development strategies.

This initiative represents a significant milestone in presenting the selecting official with the very best candidates for promotion consideration. This initiative requires a real team effort from DCP staff specialists, DDRV personnel, as well as DCP60-6.

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## PRODUCTIVITY AND WORK TEAMS

In April 89, five individuals from DGSC attended a DLA-C conference in Columbus on Productivity and Work Teams. Based on this experience, a formal forty-five minute briefing was provided to approximately 80 attendees at a local Quality Circle Day Workshop. Since "teams" are an integral part of TQM, the Commander had the same briefing given to the Staff, TQM Executive Committee, and the TQM Working Committee.

## PRODUCT MANAGER CONCEPT

DGSC has been selected and agreed to be the prototype site for the concept.

The demonstration prototype will be set up in DGSC-O with two product managers (one inventory manager/one buyer) and four supporting analysts from the four technical domain areas. A Project Manager from DGSC-L will coordinate and will answer to Director/Deputy DGSC-O for this project.

The research objective is to determine the feasibility of pursuing the concept, as opposed to actually operating a full scale fully-functioning Product Manager operation. During the course of the project, the team will closely examine and thoroughly document processes used to carry out NICP support (from requisition receipt, to stock release, to reordering inventory). A contractor will assist DGSC with development of expert system application software. Primary funding will come from HD, DLA-O. The project will start 1 Jun 89 and continue into FY 90.

## SECURITY MODERNIZATION PLAN

The Office of Command Security is undertaking a major reform in physical security protective measures. Mission enhancement will result with the following capabilities:

- A central computerized monitoring system located in the operations area of Command Security will take the place of eight existing mid 1960's vintage monitors.
- Ability to remotely lock/unlock access points in designated areas in event of emergencies or unscheduled access requirements. This will eliminate the requirement for a Guard to physically lock and unlock approximately 30 doors.
- State of the art Intrusion Detection System (IDS) equipment will enhance protection of alarmed areas through dual long and short range motion sensors, duress buttons, balanced magnetic door contacts and proximity access control key cards.
- Fail safe and self diagnostic monitoring not only at the central monitor, but also at remote data gathering panels.
- Automatic generated reporting of any alarm or malfunction detailed to the exact point of unlawful entry or malfunction. Reporting will be both displayed on a screen and printed on paper.
- System will establish an emergency notification file, eliminate bound log books, and free up time to manually accomplish this task.

## CONTRACTING AND PRODUCTION QUALITY PROGRAM

In the Directorate of Contracting & Production a concentrated effort is being directed toward incorporating the highest level of quality in our daily activities. In an effort to accomplish this goal, a monthly report, by division, is compiled in order to hone in on the following areas:

- review of acquisition plans by Contract Review Office
- review of proposed awards by Contract Review Office
- post award reviews

The identification of these problem areas give us the means to key in on those specific areas that need attention. In addition the Contract Review Office (CRO) has been assigned the duty of enumerating each of the following errors:

- improper clauses and other solicitation errors
- proposed award errors, including DD 350 and Worksheet
- MFR/approval errors
- mailing list errors

These errors are divided into the total number of solicitations reviewed, which allows percentage of errors to be identified, per plan. Errors per plan are also shown graphically by divisions so that a trend can be readily identified.

These tools are being used in order to target problem areas in a timely manner, initiate corrective actions, and incorporate those actions into our regularly followed policies and procedures so that quality and productivity are truly an integral part of the Directorate's daily activities.

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## ARTIFICIAL INTELLIGENCE (A/I) TRAINING

As a spin off from the Product Manager Project, we are planning to give training to our personnel in A/I techniques. The ultimate goal is to have a work force that can apply A/I to bridge the gap between their knowledge (what they know about their job) and the knowledge engineer who can apply that knowledge to an A/I application. This will hopefully result in time and dollar savings in the amount of reliance on outside contractors for this service.

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## SAYIT

Merged the suggestion program and model installation program into one program called "SAYIT" (Share All Your Ideas Today) which is designed to be more responsive to the workforce and permits accomplishment of both programs with a single review process.

## DISC TRANSFER TOM INITIATIVES

In an effort to insure the total quality management of FSC 1560 (Misc. Aircraft Structural Components - logistically gained in Dec 88), weekly meetings were conducted by Supply Operations to discuss areas of concern between representatives of Supply, Tech, Quality and Contracting. In March 89, the group agreed to meet every other week to allow more time for problem resolution between meetings. These meetings have instilled a common objective which is to improve the performance of the FSC. By working together, some significant achievements were made. For example, a better understanding of each Directorate's requirements as "customers" has enhanced the teams ability to prioritize actions required on critical buys. This has helped to move the buys through the system without unnecessary delays.

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## CUSTOMER COMPLAINTS

DDRV continues to investigate 100% of customer complaints received. Through inter-action between the Quality Control Division, Inventory Branch, and the operational divisions, denials and customer complaints continue to decrease, the workforce training has been enhanced, and customer satisfaction has increased.

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## WAREHOUSE CLEANUP

A major effort is underway to correct storage procedures in seven major DDRV warehouses and two large open sheds. At a cost of \$15 million and over a span of two and one-half years these totally unsatisfactory warehouses are being converted to model storage facilities.

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## SELF HELP IMPROVEMENT PROGRAM

Employees at DDRV are involved in a facilities improvement program. Currently, there are not less than 50 individual self help projects completed or underway to paint and clean offices, restrooms, break rooms and snack bars.

## DEPOT NEWSPAPER

A Depot newspaper, "The Conveyor" is now published weekly and contains mainly "people" orientated articles such as promotions, awards, and human interest. Other articles of Depot wide interest such as Total Quality Management, Special Process Action Review Committees, and related items add to this communication enhancing initiative.

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### "ON THE SPOT" CASH AWARDS

This initiative allows supervisors the flexibility to recognize employees for work excellence "on the spot."

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### TRAINING

Training classes have been significantly expanded, increasing by more than 30% in FY 88, and continuing to develop in this fiscal year.

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### PROBLEM SOLVING GROUP

A "Problem Solving Group" (PSG), a type of "SPARC" (Special Process Action Review Committee) was formed in April 1989 to pinpoint and resolve problem areas associated with the timely flow of MRD material. This group is only the first of future "SPARC" initiatives for problem solving efforts.

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### BIN CLOTHING CONSOLIDATION

A study is under way to explore the feasibility of placing all binnable clothing items into the new mini connector building. Warehouse workers will be dedicated to this area and trained to be multi-talented. Each worker will be capable of performing, receiving, induction, stowing, and selection functions. Success in this concept could lead to similar structures throughout the Depot.



## PACKING REQUIREMENT REDUCTION

A recent initiative to reduce packing requirements for consolidated tri-walls has been successful in shipments to Norfolk, VA. MFO material is left in paper bags (as selected), the MFO attached, and placed in consolidated tri-wall shipping containers. This eliminates additional packing for most items going to one customer. A team from DDRV will visit Fort Bragg, North Carolina to examine the feasibility of shipping in this manner to Fort Bragg. This method allows packers more time to produce quality work in other areas.

## QUALITY CIRCLES

Quality Circles have started in Warehousing Division I (Bulk) and Receiving Division. This program will expand as the workforce awareness grows.

## ONE DAY PROCESSING

Under the guidance of the DDRV TDM Executive Steering Committee, implementation plans for One Day Processing, to begin 5 July 89, are in process.

The One Day Processing charter, which involves doing today's work today, is defined as selecting, packing, and offering all material release orders on the day of the "drop" - without sacrificing Quality. The date of 5 July 89 was selected to coincide with a scheduled 3 day computer shutdown on 2-4 July. The computer shutdown requires a massive reduction of "banked" material release orders, thus providing an excellent opportunity for initiation of One Day Processing.

## OTHER INITIATIVES BEING CONSIDERED

C & F is reviewing the Distribution/Mail Room process. The area will receive skills training through a Quality Circle started in April 89. After the training, it should be able to be included as a TDM initiative.

Quality Assurance is reviewing the following areas: processing of quality deficiency reports; developing quality assurance provisions; and, processing condition code J (joint QA & D/SO).

OP&F is looking at: Review, coordination and content of DGSC publications for the eventual harmonizing of directives; reformating the condition code L committee to be more in line with TDM goals and objectives; looking at the processing of automated system change request procedures; researching a better process for conduct of CPX's (Command Post Exercises).

Other candidates for process review are:

- entire PCPS process from item selection onward
- the receipt process in depots as it impacts intransits at ICPs.
- processing of reports of discrepancy (RODS)
- the processing of condition code E, J and L assets
- the process for accepting returns on SSC-3, 6 and 9 items
- the process for tracking returns for MROs on samples
- the logistic reassignments process
- shelf life testing process
- processing special program requirements (SPR)
- PIEMIX follow up vice timely response
- provisioning process
- the CDCG process
- process to determine unit of issue/quantity unit pack
- internal invoice management
- resource management activities council

# TRAINING TIME DISPLAY

FY89

FY90

FY91

FY92

Executive Committee

8 hours TOM  
2 hrs Human development  
2 days Commander

BSMC 2 people 5 days  
AMEC 2 days on site  
Guest Spkr every 6 mos.

Refresher

Refresher

TOM Working Committee

8 hour 2 TOM  
2 hrs Human Dev.  
2 days SFC

AMEC 2 days  
1 day Refresher - Only

Facilitators

5 days by DLA  
2 days SFC

OC facilitator (40 hrs)  
Annual Refresher  
3 day Conference

Annual Cert.

Annual Cert.

Supervisors & Middle Managers

1 day 3 part Orient.  
TOM, OC, SFC Jun-Jul 89

3 day TOM on site  
Guest Speaker every months.

Annually

Annually

Employees

Incorporate TOM in Supervisors course (8 hrs)  
Orientation and Handout 1st Ptr  
Supervisors start training their people.

Employees train themselves

Annually

SPARC/OC

Orientation for Center Select Volunteers

SFC, OC, TOM, 3 days  
40 hrs facilitator tng  
Process Identification & Improvement. Modify Employee Orientation.

Annually

Annually

END

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